

January 16, 2003

**REAPPOINTMENT PROCESS FOR EXECUTIVES
APPOINTED UNDER 38 U.S.C. 7306**

1. PURPOSE. This Veterans Health Administration (VHA) Directive provides guidance on the procedures for the reappointment of executives in VHA appointed under the provisions of Title 38 United States Code (U.S.C.) 7306.

2. BACKGROUND: Beyond the privilege of service to veterans, incumbents in highly responsible positions in VHA are entrusted with stewardship of public resources. These resources include both monetary and human capital. While it is the expectation that successful and productive leaders will be reappointed, VA's fiduciary responsibility requires reexamination of senior executives' effectiveness at periodic intervals. The procedures contained in this Directive are intended to accomplish that reassessment of continuing productivity in a systematic manner.

3. POLICY. It is VHA policy that the reappointment process defined in this Directive begins 18 months prior to the expiration of the executive's term appointment. ***NOTE:** This timeframe enables the Department and affected executives to make appropriate career plans.*

4. ACTION

a. **VHA Management Support Office (10A2).** The VHA Management Support Office (10A2), is responsible for ensuring that incumbents of 38 U.S.C. 7306 appointments (hereafter referred to in this Directive as the executive) are:

(1) Apprised of the procedures detailed in this Directive.

(2) Asked to provide the information specified in the Appendix A and Appendix B. ***NOTE:** Appendix A provides an overview and graphic display of the reappointment process. Appendix B provides detailed information on the materials each executive should submit as part of the reappointment package.*

b. **The Executive.** The Executive is responsible for

(1) Providing the names of the three peers who will provide letters of reference, using the format shown in Appendix C.

(2) Completing the remainder of the reappointment package, to include: a current curriculum vitae or professional resume, a statement of interest, and a performance summary. ***NOTE:** These materials are described in detail in Appendix B.*

(3) Not later than 14 months prior to the expiration of the 7306 appointment, submitting the required documentation to the VHA Chief of Staff (10B), at the following address:

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Chief of Staff (10B)
Veterans Health Administration
810 Vermont Avenue, N.W.
Washington, DC 20420

c. **VHA Chief of Staff.** The VHA Chief of Staff is responsible for:

(1) Sending a letter to each of the executive's suggested peers requesting a letter of recommendation, to be submitted directly to the VHA Chief of Staff (see subpar. 4b(3)), containing the information outlined in Appendix D.

(2) Reviewing the reappointment package, and if complete, forwarding the reappointment review package to the Deputy Secretary of Veterans Affairs for consideration. ***NOTE: A final decision on reappointment needs to be made at least 12 months prior to the expiration of the executive's term.***

d. **Special Implementation Instructions.** These procedures apply to executives whose terms of appointment will expire after October 2003.

5. REFERENCES: Title 38 U.S.C. 7306.

6. RESPONSIBILITY. The Management Support Office (10A2) is responsible for the contents of this Directive. Questions may be addressed to 202-273-8399.

7. RESCISSIONS: None. This VHA Directive expires January 31, 2004.

S/Robert H. Roswell, M.D.
Under Secretary for Health

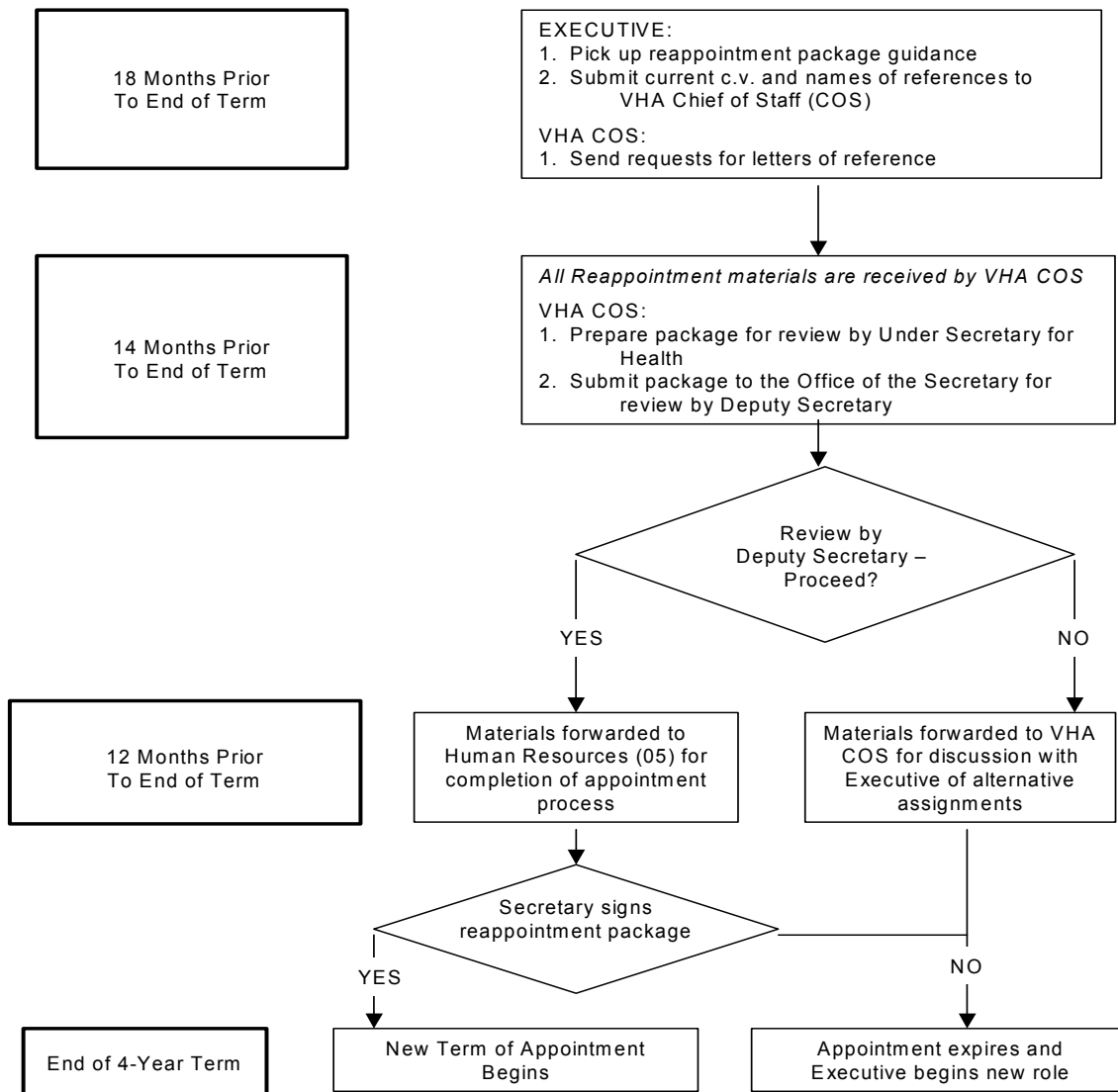
Attachments

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ATTACHMENT A

OVERVIEW OF REAPPOINTMENT PROCESS

The flowchart below provides an overview of the process and timeline of this reappointment process.



ATTACHMENT B

**INSTRUCTIONS TO EXECUTIVES FOR PREPARING
REAPPOINTMENT PACKAGES**

1. OVERVIEW. Any executive serving in a Title 38 United States Code (U.S.C.) 7306 appointment is invited to prepare a reappointment package that must contain the following materials:

- a. Names of three individuals who will provide letters of reference;
- b. Curriculum Vitae (C.V.) or professional resume;
- c. Statement of effectiveness and interest; and
- d. Performance summary (call 202-273-8399 for copy of required documentation) and the three most recent performance evaluations, if available.

2. CONTENTS. Each of the required documents is explained as follows:

a. **Structured Letters of Reference.** The executive is asked to provide to the Veterans Health Administration (VHA) Chief of Staff the names of three individuals who will provide structured letters of recommendation. These names need to be provided to the Chief of Staff at least 18 months prior to the expiration of the 38 U.S.C. 7306 appointment.

(1) The individuals named should be peers of the executive who can speak knowledgeably to the quality of the executive's preparation for the position, the executive's performance in the position, and the executive's competence in the role relative to others who might reasonably apply were the position openly advertised.

(2) The individuals named to provide the letters of reference must include:

- (a) One peer from VHA Central Office,
- (b) One peer in a VHA field leadership position, and
- (c) A third peer from outside of VHA.

1. The third referee may be a peer in another organization of VA or from a similar field, whether in academia, the private sector, or another governmental organization.

2. This third reference must not be a representative of a constituency group.

NOTE: A sample memorandum for submitting the names of the three referees to the VHA Chief of Staff is contained in Appendix C.

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b. **C.V. or Resume.** The reappointment package needs to contain a current, formal resume or C.V. (as is appropriate to the executive's discipline), listing all professional training, and identifying service to the Department of Veterans Affairs (VA) (e.g. Committee Leadership), professional, and academic accomplishments (publications, lectures, etc.). This document must be submitted to the VHA Chief of Staff with the memorandum providing the names of the references (see App. C).

c. **Statement of Effectiveness and Interest.** Each executive needs to prepare a one to two-page statement expressing interest in reappointment. Half of the statement needs to describe particular accomplishments, unique qualifications, and any special recognition of the executive. The second half of the statement needs to describe why the individual is interested in reappointment, with particular emphasis on future plans for the area of responsibility.

d. **Performance Summary.** Each executive must submit copies of the three most recent annual performance evaluations, if applicable. Executives need to list any special recognitions received from VA (including performance awards and bonuses), and special recognitions or awards given by others outside of VA.

3. SUBMITTING THE REAPPOINTMENT PACKAGE. Each executive must submit the materials, outlined in paragraphs 2c and 2d, at least 14 months prior to the expiration of the 38 U.S.C. 7306 appointment. The materials are to be directed to:

Chief of Staff (10B)
Veterans Health Administration
810 Vermont Avenue, N.W.
Washington, DC 20420

4. VA ACTION ON PACKAGE

a. The VHA Chief of Staff assembles the information submitted by the executive, the three letters of reference, for review and approval by the Under Secretary for Health.

b. Following review and approval by the Under Secretary for Health, the complete materials are transmitted to the Office of the Deputy Secretary of Veterans Affairs for review.

c. Upon positive review, the completed package is forwarded to Office of Human Resources for completion of the reappointment process.

ATTACHMENT C

SAMPLE MEMORANDUM FOR SUBMITTING NAMES FOR A LETTER OF
RECOMMENDATION

DATE:

TO: VHA Chief of Staff (10B)

SUBJ: Names of Three Referees for My Reappointment

FROM: (Name of the Executive)

Here are the names and addresses of the three peers I am designating to provide letters of reference:

1. VHA Central Office Peer: *(List name and address)*
2. VHA Field Peer: *(List name and address)*
3. Other: *(List name and address)*

(Signature of the Executive)

ATTACHMENT D

SAMPLE REQUEST FOR LETTER OF REFERENCE

Dear Colleague:

The Department of Veterans Affairs (VA) entrusts significant responsibility in its senior executives. While VA has the highest confidence in senior executives, VA also exercises a fiduciary responsibility to ensure that appointees continue to be the best possible choice to provide leadership in their areas. Similar to the tenure review process in academic settings, this process encompasses a critical review of your colleague's leadership and productivity in their area of responsibility.

_____(Name of Executive)) _____ whose current position is _____(Title of Position) _____ has identified you as a colleague who can knowledgeably address his or her qualifications and/or productivity. In addition to your immediate knowledge of their work, a copy of their curriculum vitae or resume should accompany this request for a letter of reference. Please use this information to address the following questions. In certain areas you will be asked to provide a numerical rating to accompany your qualitative rating.

Letters should be addressed to: Chief of Staff, Veterans Health Administration (10B), Department of Veterans Affairs, 810 Vermont Avenue, N.W., Washington, DC 20420. FAX: (202) 273-5806.

In certain sections of the letter, you are asked to provide a numerical rating. Ratings should be construed as comparing the incumbent's qualifications to those of other candidates who might reasonably be expected to apply, were the position openly advertised. Ratings range from 1 (low) to 5 (high) indicating poor, below average, average, above average, excellent. When asked to provide a numerical rating, the paragraph should conclude with the statement:

"In this area, I rate the incumbent _____(Numeric Rating)_____."

Each section of your letter should provide the information requested, to the best of your knowledge. If you are unaware of the information, believe the information is not applicable, or are otherwise unable to respond, please identify the reason.

Format for Letters of Reference. Each paragraph should be numbered and titled as below, and numbering must follow the order of the items below.

1. **General Introduction.** State how you know the incumbent.
2. **Academic Preparation.** Evaluate the quality of the incumbent's academic preparation. A numerical rating is required.
3. **Experience and Non-academic Preparation.** Evaluate the quality of the incumbent's prior work experience and value to their role. A numerical rating is required.

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4. **Performance in Role.** Evaluate the incumbent's performance in their current role, describing particular accomplishments or challenges of which you are aware. A numerical rating is required.

5. **Personal Characteristics.** Evaluate the incumbent's leadership, ethics, and ability to work with others. A numerical rating is required.

6. **Additional Information.** Please provide any additional insights that you feel should be considered in the reappointment process.

(Signature of the VHA Chief of Staff)

(Typed Name of VHA Chief of Staff)
Chief of Staff
Veterans Health Administration